

# CONNECT | INVEST | TRANSFORM

OUR 10 YEAR INVESTMENT PLAN PROPOSITION SHAPING THE FUTURE OF LISBURN CASTLEREAGH



# CONNECT | INVEST | TRANSFORM



The Right Worshipful The Mayor,  
Councillor Uel Mackin

The council's Investment Plan Proposition document sets out our ambitious vision to Connect, Invest and Transform Lisburn Castlereagh over the next 10 years. With an initial investment fund in the region of £250 million we are proposing to undertake a significant programme of work to reshape our area.

This proposal aims to modernise what we do and how we do it by strategically targeting investment along with key partners and those who share our vision.

Significant balanced investment across the council will include essential infrastructure, digital economy, jobs growth, community assets, public amenity and frontline services. Purposely we will put our ratepayers at the heart of everything we strive for and everything we deliver.

Connecting the Corporate Plan (2018-2022), Community Plan (2017-2032) and our Local Development Plan through a comprehensive Investment Plan sets out a new way of thinking for local government. Our ambition is to create a new era for Lisburn Castlereagh and in doing this

we will:

- Develop and implement long term investment that is sustainable;
- Focus on improved outcomes for residents and our communities;
- Make better use of the Community Planning process to engage citizens and our stakeholders to find solutions;
- Transform service delivery to ensure it is fit for the future needs of our area and residents; and
- Embrace an innovative, digital-first approach to how we deliver value-for-money services.

This £250 million Investment Plan Proposition includes the council's Capital Investment Programme which has already been profiled. This will be supplemented through existing funding streams such as Belfast Region City Deal, a comprehensive Business Development and Entrepreneurship Programme and a Culture & Events programme to name a few.

The council will also explore innovative new funding streams including a Capital Investment Fund, a Community Development Fund, and Seed Funding for City Centre Investment and Employability & Skills.

This is your Lisburn Castlereagh and together we will build a better future.

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At the heart of our proposed Investment Plan lies our Community Plan and its vision, and we will build upon the five Themes set out in the Plan; Children & Young People, The Economy, Health & Wellbeing, Where we live and Our Community.

## THE START OF OUR JOURNEY



David Burns, Chief Executive

Typically council plans are either determined by the yearly budget setting process or the election term of a council. In recognising this, as well as the desire to modernise, I believe we need to plan for a future horizon and provide leadership that sets us all on a journey over the next 10 years.

The investment commitments outlined here are aimed at connecting our people, driving innovation and investing in key projects in order to maximise opportunities.

The council wants you to provide feedback on our draft Investment Plan Proposition; our priorities, projects and actions, and I would encourage you to take a few minutes to complete the short survey detailed on page 15, and return your comments by post or online. We value your input and want you to help shape and inform our future investment priorities.

Our guiding principles will underpin everything the council will do in the delivery of this Investment Plan.

### Guiding Principles

- Geographically balanced investment
- Value for money in everything we do
- Transparency in our processes
- Embracing equality and diversity
- Evidence-based decision making
- Partnership approach
- Outcome and results driven
- Customer focus ethos
- Programme management approach

### Funding our Investment Plan

The Investment Plan Proposition aims to maximise council and appropriate partner resources to help boost the local economy whilst minimising the cost to the ratepayer.

We propose to fund our Investment Plan through:

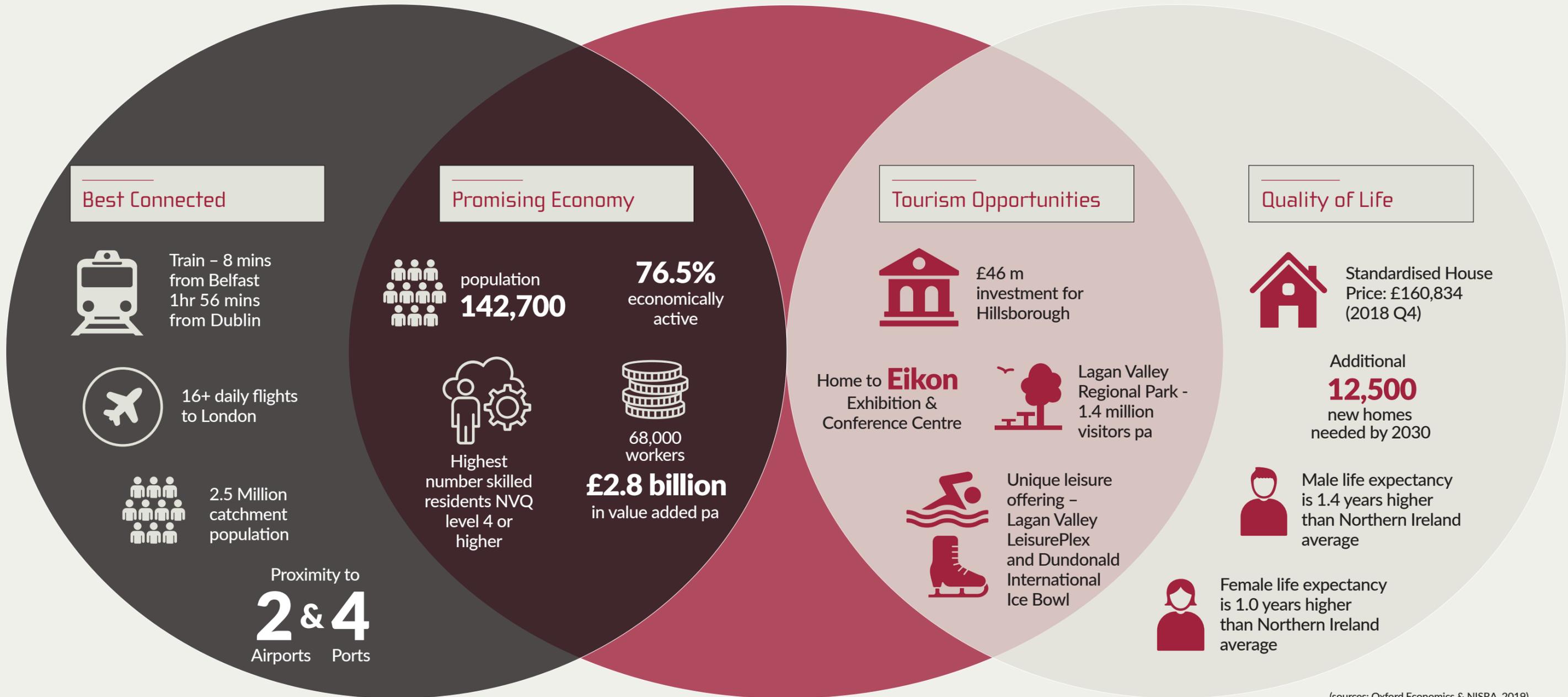
- An ongoing efficiency programme
- An increased rate base
- Improved programming of our council capital fund
- Maximising existing council revenue
- Regional and Central Government funding
- Tactical release of council reserves
- Maximising use of our assets
- Adopting commercial culture to our business decisions
- Private sector investment from partners and investors
- Third party funding such as Confidence & Supply agreement, the UK Prosperity Fund and Full Fibre NI
- Belfast Region City Deal funding
- Developer contributions
- Shared participatory budgets

### Digital Trailblazing

One of the key factors in driving forward the council's plans for transformation will be a focus on digital, with IT as an enabler, along with connectivity and technological advances. We will use digital innovation to help future-proof our development plans and investment decisions, such as promoting the building of new space which will be ready for 5G capabilities. We will lead with a digital-first approach and have already secured investment of £1.5 million from Full Fibre NI for broadband infrastructure improvements.

# LISBURN CASTLEREAGH

# A CITY ON THE UP



(sources: Oxford Economics & NISRA, 2019)

**Leading Companies in Our Area**

- Coca-Cola HBC Ireland & Northern Ireland
- Historic Royal Palaces
- LECKEY
- Creative Composites
- Linamar
- ASSA ABLOY
- DECORA
- mccullo
- LLOYDS BANK

**Strategic Partners**

- Belfast Health and Social Care Trust
- South Eastern Health and Social Care Trust
- Invest Northern Ireland
- CCMS
- libraries ni Housing Executive
- ea Education Authority
- tourism northernireland
- HSC Health and Social Care Board
- HSC Public Health Agency
- sport Northern Ireland

Our Investment Plan Proposition will encourage new community dialogue and decision making to help influence change and create new ways of living and working in our area.



## INVESTING IN OUR COMMUNITY

Empowering our communities will lead to greater local influence and control around shaping your life and shaping our places. This shift will strengthen our vision of an empowered, prosperous, healthy, safe and inclusive local community where everyone benefits. Investment in our community will be spread across all community, sporting and other interest groups to ensure equality, inclusivity and diversity.

The council's revenue from leisure facilities will be utilised as an investment funding stream to rejuvenate our offering. Our commitment to redevelop a new Dundonald International Ice Bowl is testimony to this approach.

### We will commit to investing in:

- Community support & advice services
- Making neighbourhoods safer
- Promoting health & wellbeing
- Developing an Age-Friendly economy
- A compelling community events programme
- A comprehensive community grant scheme



This Investment Plan Proposition builds flexibility and adaptability into new capital developments. Investment in physical infrastructure will help build and shape our city identity.



## INVESTING IN CAPITAL & INFRASTRUCTURE

Lisburn Castlereagh is investment ready with a pipeline of capital projects that will create new jobs, business opportunities and wider economic benefits over the next 10 years. Informed by our Local Development Plan we will invest in the improvement of our infrastructure, which will be the building blocks to support long term economic growth.

This Investment Plan Proposition encourages better use of council assets to maximise opportunities for new public spaces, promoting sustainable environments and quality of life.

### We will commit to investing £213 million in:

- Hillsborough Forest Masterplan
- Citywide Pitches Strategy
- Enhanced connectivity at Knockmore
- Tourism Infrastructure
- Hotel Development
- Dundonald International Ice Bowl
- eSERC Entrepreneur & Innovation Centre
- Public realm projects
- MUGA and Playground programme

### Our proposed programme of activity will include:

- An inward investment catalyst programme
- Village regeneration projects
- An exploration into business improvement districts
- City centre Masterplan delivery
- Regeneration for dilapidated and derelict buildings
- Rural village regeneration
- Investment in local community facilities
- New regeneration opportunities through the utilisation of community asset transfer of public sector assets
- Shared space initiatives
- Investment in sustainable and Greenway networks
- Develop linkages to Maze Long Kesh

Our strong investment proposition informed by our Local Development Plan will stimulate sustainable economic growth.



## INVESTING IN OUR LOCAL ECONOMY

The council will work in partnership with the private sector and engage stakeholders to grow our business base and create new jobs.

Strengthening Lisburn Castlereagh's position as a strategic location for investment and trade with strong international links will attract inward investment. Building upon our unique heritage, we will drive growth in our tourism economy.

As a Belfast Region City Deal partner council, we have an unrivalled opportunity to increase our tourism offering and develop digital and infrastructure links necessary to support economic growth.



### Investing in our local economy we will:

- Deliver support for a local Skills & Employability Seed Fund
- Deliver key economic infrastructure projects
- Explore the potential to establish Enterprise Zones
- Deliver an ambitious investment programme
- Deliver demand led business development support
- Support the city centre through Seed Funding
- Support new and existing social enterprises
- Promote entrepreneurship
- Support local rural businesses and villages
- Create a cultural strategy
- Deliver an engaging and dynamic tourism programme
- Support a 'shop-local' ethos
- Act as a role model for the public sector locally to provide employment, work placement, internship and apprenticeship opportunities
- Continue to be a major employer in the council area and through our flagship leisure and recreational facilities generate significant secondary employment opportunities in our supply chains



## PARTNERSHIP APPROACH

Co-creation and community betterment is at the heart of this programme, at the same time acknowledging the need to lever additional private sector investment and develop new ways of working together.

The council will work in collaboration with the private sector to bring new skills, capacity and funding to the delivery of inspirational investment projects in our city. In order to achieve an assertive independent city we need good partnership working to drive this - we are all in this together!

Taking a proactive approach, the council will champion and call on all government departments, statutory partners and agencies as well as the private and community sectors to broker relationships and build the partnerships required to deliver transformation through a strategic programme of investment.

### In partnership we will advocate for emerging opportunities which include:

- The development of West Lisburn/Blaris which has been designated as a major industrial zone for future employment
- Maze Long Kesh - the largest brownfield regeneration site in Northern Ireland with scope for this site to deliver investment worth £300 million
- Ongoing lobbying to extend the Belfast Rapid Transit Phase II to Carryduff
- Redevelopment of the 85 acre site which has been zoned under BMAP for new employment and business development opportunities at Knockbracken



## YOUR INVESTMENT PLAN, YOUR VIEWS

The publication of this initial Investment Plan Proposition is the first in a number of exciting steps to develop a comprehensive 10 Year Investment Plan for Lisburn Castlereagh which will Connect, Invest and Transform the City.

With a focus on transparency and accountability, we will commence a process of community engagement and consultation to refine and further develop the proposals set out in this investment proposition document, before the final Investment Plan is launched towards the end of 2019.

At this stage we would like to invite you to comment on the Investment Plan Proposition by completing and returning the following short survey. Your feedback will be used to help inform and shape the final Investment Plan.

In addition we will report on annual performance against the targets, projects and actions set out in the Plan. These will be reviewed and updated as and when new projects and opportunities are identified.

**We want you to provide your feedback on our draft Investment Plan; our priorities, projects and actions.**

### Have your say:

1. Do you consider the 3 investment themes outlined in the Investment Plan Proposition document appropriate? (Community, Capital & Infrastructure and Economy)
2. Do you agree with the proposed investment actions outlined under each theme?
3. Have you any comments on the proposed Guiding Principles included in the draft Investment Plan Proposition?
4. Do you agree that the Community Planning Framework should underpin everything in the Investment Plan?
5. Is there anything missing from the Investment Plan Proposition?
6. Have you any additional Emerging Opportunities to be included in the Investment Plan? What about ideas for the future?

**Complete and return the online survey before 30th June 2019**

[www.lisburncastlereagh.gov.uk/consultations](http://www.lisburncastlereagh.gov.uk/consultations)

**Please send your comments to:**

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\* Alternative formats are available on request

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